



Board of
Examiners

May 2004

Update

House Approves Bill to Add Nonprofit Category to Baldrige Award

A long-awaited bill to add a nonprofit eligibility category to the Malcolm Baldrige National Quality Award (MBNQA) Program was passed by the U.S. House of Representatives on March 3, 2004. Representatives Brad Miller (D-NC) and Melissa Hart (R-PA) sponsored the legislation (H.R. 3389) to amend the Stevenson-Wydler Technology Innovation Act of 1980. The addition of a nonprofit category would include such organizations as federal, state, and local governments; private, not-for-profit organizations such as charities and professional associations; and quasi-public organizations created by legislative authority such as municipal utilities and credit unions.

Kenneth E. Case, President of the American Society for Quality (ASQ), stated, "Passage of H.R. 3389 in the House is a significant milestone for those of us who have always dreamed that the Malcolm Baldrige National Quality Award would one day become a truly national award—covering all sectors of our nation's economy. Inclusion of a not-for-profit category completes the circle. . . . As the focus now shifts to the Senate, we're confident that body will follow the lead of the House in advancing this farsighted legislation."

President Bush Honors 2003 Baldrige Award Recipients

On March 9, 2004, President George W. Bush and Commerce Secretary Donald L. Evans honored seven organizations with the 2003 Baldrige Award in recognition of their performance excellence and quality achievements. The 2003 Award recipients are Medrad, Inc., Indianola, Pennsylvania (manufacturing category); Boeing Aerospace Support, St. Louis, Missouri, and Caterpillar Financial Services Corporation U.S., Nashville, Tennessee (service category); Stoner, Inc.,



(L-R): 2003 Baldrige Recipients Center Stage—John Friel (Medrad), David Spong (Boeing AS), James Beard (Caterpillar Financial Services U.S.), Rob Marchalonis (Stoner, Inc.), Robert McKanna (Community Consolidated School District 15), John Heer (Baptist Hospital, Inc.), and Richard Hastings (St. Luke's Hospital of Kansas City)

Quarryville, Pennsylvania (small business category); Community Consolidated School District 15, Palatine, Illinois (education category); and Baptist Hospital, Inc., Pensacola, Florida, and Saint Luke's Hospital of Kansas City, Kansas City, Missouri (health care category). Dr. John White, President of the Foundation for the Malcolm Baldrige National Quality Award, also joined the President in saluting the Award recipients.

Secretary Evans opened his remarks by saying, "This is a landmark day. We're celebrating the largest class of Baldrige Award recipients since the Program started. And this is the first time that we have winners in all five Baldrige Award categories." Secretary Evans congratulated the Award recipients and went on to say, "The 2003 Baldrige Award winners make a substantial contribution to our nation's strength and prosperity. . . . They are role models for success in today's highly competitive global economy."

Then it was time for Secretary Evans to introduce the Award recipients, and as he read each organization's name, the audience voiced its enthusiastic response. A senior leader from each recipient came to the podium in turn and delivered brief remarks.

Secretary Evans then introduced President Bush. The President spoke to the audience as well as directly to the recipients, saying, “This year, the Malcolm Baldrige National Quality Award goes to seven outstanding recipients. Each sets ambitious goals; each organization worked hard to achieve them. You’re setting such a good example as a beacon of excellence. You represent the great strength and the entrepreneurial spirit of the American economy. I congratulate you for a job well done.”

Complete remarks as well as additional photographs of President Bush and Secretary Evans with the Award recipients may be found at www.nist.gov/public_affairs/releases/baldrige2003.htm.

2003 Examiner Recognition Ceremony

Following the Baldrige Award Ceremony on March 9, 2004, the 2003 Examiners were honored at the Examiner Recognition Ceremony. With sincere and heartfelt appreciation, more than one speaker called the Examiners the “heroes,” whose hard work and integrity make the Baldrige Award possible.

Barry Diamondstone, Deputy Director of the Baldrige National Quality Program (BNQP), opened the Examiner Recognition Ceremony by thanking the Examiners for their hard work: “The time you give to Baldrige is not insignificant. . . . The Baldrige staff sincerely appreciates each and every one of your efforts.”

Honored guest Letitia Baldrige told the Examiners that “the real heroes in this place are all of you—you are all wearing halos!” Ms. Baldrige went on to talk about her brother, “Mac” Baldrige, for whom the Award is named. She described him as a “cowboy at heart,” with “a big, big heart but a tough business man.” Ms. Baldrige commented that she loves “walking into a room and seeing the name Baldrige everywhere! Everyone knows what Baldrige is. . . . It is such a tribute to hear his name ringing through this building and through the streets.”

Under Secretary of Commerce for Technology, Phillip J. Bond, said, “We are all—and the entire country—the beneficiaries of your work. We could not have a Baldrige Award without you. And I’m privileged to stand here on behalf of the Department of Commerce and the country [to thank you].”

Jack Evans, Chairperson of the Board of Overseers, commented, “The size, scope, complexity, and level of accomplishment of this year were truly significant. [As Examiners,] think of what you have accomplished from your collective contribution of . . . one month per year of your working time. If you priced that out, it is \$12



A relaxed President George W. Bush and Commerce Secretary Don Evans enjoy the Baldrige Ceremony festivities on March 9, 2004.

million worth of time collectively—think of what you have accomplished for the American society.” Evans also said he was eager to see the limit of three Awards per category lifted, which could remove barriers to future applications. In addition, he praised the legislation recently passed by the House of Representatives to authorize a nonprofit category.

Representing the 2003 Panel of Judges, Chairperson Harry Reedy told the Examiners, “The Panel of Judges is the first beneficiary of your hard work. [Judges] have the utmost confidence and absolute faith in your ability to do your job because the information you give is what the Judges use to ultimately recommend Award recipients. . . . Sincerely from all [of the Judges], you have our thanks and know we continue to depend on you.”

Hratch Semerjian, Acting Director of the National Institute of Standards and Technology (NIST), echoed the sentiments of the other speakers. He said, “Thank you from representatives of NIST to our partners in this enterprise. Indeed it is an honor to recognize outstanding contributions. We truly depend on our Examiners. . . . You are the catalysts that make the process happen, and you promote it. . . . Thank you for a job well done.”

Harry Hertz, BNQP Director, said, “[The word] ‘Examiner’ comes from the Latin word ‘to weigh’ or ‘to ponder.’” As he prepared remarks, weighing the gratitude and affection he feels toward our Examiners, he pondered, “What would the Program be without you?—no case study, no ambassadors, no internal company programs . . . no state programs, but most of all, no friendships like you all have given me.”

The recognition ceremony continued with individual Examiners being recognized by Under Secretary Bond and BNQP Director Hertz.

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Quest for Excellence XVI Conference

The Quest for Excellence® (QE) XVI Conference once again featured an important “first”—the first time there have been Award recipients in all five eligibility categories! The conference, held March 28–31, 2004, at the Marriott Wardman Park Hotel in Washington, D.C., featured the 2003 Baldrige Award recipients named above. It began with a full house on Sunday afternoon for a preconference workshop conducted by BNQP. A meeting of the many state and local quality programs also was held on Sunday.

Hratch Semerjian, Acting Director of NIST, opened the conference Monday by recognizing the 2003 Award recipients. The conference featured three days of plenary, concurrent, and town hall sessions, as well as multiple networking opportunities. The plenary sessions included presentations from recipients on their Organizational Profiles and leadership systems, journeys to performance excellence, and lessons learned. Question-and-answer panels followed these presentations. The concurrent sessions addressed Categories 2 through 6 and Applying for the Baldrige Award. Attendees could track an Award recipient, track a Criteria Category, or both.

In addition, town hall question-and-answer sessions, organized by sector, featured many past Award recipients, including Branch-Smith Printing Division, Chugach School District, Motorola CGISS, Pearl River School District, SSM Health Care, and the University of Wisconsin-Stout. Charles Korbell, President and CEO of Clarke American Checks, a 2001 Baldrige Award recipient, was the keynote presenter on Wednesday morning. Also on Wednesday, Ken Case, President of ASQ, presented the ASQ Distinguished Service Medal to Curt Reimann, former Director of BNQP.

Representatives from Brazil, Chile, China, Great Britain, India, Indonesia, Japan, Korea, New Zealand, and the Philippines attended to learn from the applicants and to ask questions of Baldrige staff regarding our best practices for running the Baldrige Program.

QE XVI was jointly sponsored by the Association for Quality and Participation (AQP), ASQ, the American Society for Training and Development (ASTD), and NIST.

For those who were unable to join us, the QE XVI plenary sessions will be available in May on our Web site (www.baldrige.nist.gov) for viewing at your convenience. The conference materials are available for purchase from ASQ at 800-248-1946. The materials include a three-CD set with conference videos, slides

used by the presenters, and other materials; a vhs tape with conference videos; and the full conference bag set. Audio tapes of the presentations are available for purchase from Audio Archives at 800-747-8069.

QE XVII will be held April 10–13, 2005, at the Marriott Wardman Park Hotel in Washington, D.C.

Bement Appointed Acting Director of NSF

NIST Director Arden Bement became the Acting Director of the National Science Foundation (NSF) on February 22, 2004. Rita Colwell, who had been the Director of NSF, announced in early February she would be stepping down.

Commerce Secretary Donald Evans said, “The qualities that have strengthened NIST under Dr. Bement’s direction will be a welcome addition to the National Science Foundation. I am pleased that he is stepping into this vital position and will be supporting our national excellence in science and technology. I look forward to his return to NIST once the President nominates a permanent NSF director.”

New Acting Director of NIST

Hratch Semerjian is serving as the Acting Director of NIST while Arden Bement serves in an interim appointment as the Acting Director of NSF. Dr. Semerjian has served as the Deputy Director of NIST since July 2003. In this position, Dr. Semerjian is responsible for the overall operation of the institute, including financial management, human resource management, facilities, and information technology systems; the effectiveness of NIST’s technical programs; and interactions with international organizations.

Dr. Semerjian received his M.Sc. (1968) and Ph.D. (1972) degrees in engineering from Brown University. He served as a lecturer and postdoctoral research fellow in the Chemistry Department at the University of Toronto. He then joined the research staff of Pratt & Whitney Aircraft Division of United Technologies Corp. in East Hartford, Connecticut, and served as Director of NIST’s Chemical Science and Technology Laboratory from April 1992 through July 2003.

New Judges Appointed

Secretary of Commerce Evans recently appointed R. Jane Brown, Steven Hagedorn, and Maureen Travalini to the 2004 MBNQA Panel of Judges. Jane Brown is the Executive Director of Second Harvest Heartland in St. Paul, Minnesota. Prior to two years serving as the President of the Minnesota High Tech Association, she spent seven years as the Commissioner of the Minnesota Department of Economic Security. She has been named as one of “Minnesota’s Most Innovative

Women” and has received the “Distinguished Service Award” by the Minnesota Disabled American Veterans and the Minnesota Coalition for the Homeless. Steven Hagedorn currently serves as an Assistant Professor of Family Medicine at the Mayo Medical School in Rochester, Minnesota, as well as a consultant with the Department of Family Medicine at the Mayo Clinic. During his tenure, he also has served as the Vice Chair for the Continuous Improvement Council and as the Associate Director for Implementation for Disease Management Strategies, both at the Mayo Clinic. Maureen Travalini is the Senior Director, Quality Services, with Kelly Services World Headquarters in Troy, Michigan. Prior to her current position, Maureen served as the Manager of Human Resources Development and of the Branch Automation Implementation and Training. She is ASQ certified as Quality Manager and Quality Auditor as well as certified COPC Auditor. Maureen served for six years and Steve served for one year on the Baldrige Board of Examiners. These new Judges join Roy Bauer, Deborah Lee-Eddie, Kay Kendall, Deborah Myers, and Joe Sober. Harry Reedy is the Chairperson of the 2004 Judges Panel.

A Note From Harry Reedy

“Every member of the 2003 Board of Examiners should feel very proud of your contribution to this record-setting year. With 68 applications, 35 consensus teams, and 13 site visits, you invested an incredible amount of time and effort into the MBNQA process. The return from that investment, however, is equally remarkable—a record number of recipients and recipients in each category for the first time. I am proud to have served with you. On behalf of the Panel of Judges, thank you for your contribution to the Baldrige National Quality Program and its mission to improve national competitiveness.

“Your involvement in the Baldrige Program and your unswerving dedication are the primary drivers of the Program’s success. On whatever level you contributed— independent review, consensus, or site visit—your output influenced the way organizations are managed and how performance excellence will become a reality rather than a goal. While Award recipients are the stars of the Program, Examiners are the heroes. Time and again, we hear applicants praise the feedback coming out of the process, and that praise comes to rest squarely on your shoulders.

“Even before applicants benefit from your work, however, those of us on the Panel of Judges depend on

your expertise, knowledge, and analytical ability to provide the basis for our decisions. The quality of the panel’s output is directly proportional to the quality of both your individual work and that of your teams. We understand what it takes to produce a high-quality scorebook, consensus report, or site visit report, and we truly appreciate your exemplary performance over the past year.

“It is my personal belief that there is no better example of a public-private partnership than the Baldrige National Quality Program. On behalf of the Panel of Judges, thanks also to our Award process partners, to the NIST staff and the ASQ support team—without whom we could not function—and to the Baldrige Foundation and Board of Overseers who underwrite our efforts and keep the Program on the right track. Because of your commitment to the Program and the Board of Examiners, all of us can look forward to another successful Award cycle in 2004.”—Harry Reedy, Chairperson of the 2003 and 2004 Judges Panel

2004 Scorebook

Changes to the “2004 Scorebook for Business, Education, and Health Care” have been designed to make the document more user friendly and are summarized in the following paragraphs.

All pertinent information, guidance, and instruction on how to prepare well-written comments and a high-quality scorebook have been consolidated and incorporated into the 2004 scorebook. Examiners should not find it necessary to search multiple documents to better understand what the scorebook requires or how to accomplish the task.

In order to facilitate the use of the expanded scorebook, it has been broken into four distinct sections: Scorebook Instructions; Scorebook Guidance; Scorebook Worksheets; and Stage 3, Site Visit Review. Scorebook Instructions are now presented in a “quickstart” format in an effort to make them more concise and user friendly. The Scorebook Guidance section includes specific instructions on how to prepare well-written comments and worksheets, as well as samples of completed worksheets.

In a continuing effort to help Examiners identify key themes for the applicant, all Item Worksheets ask for relevant key factors and evaluation factors tied to each comment. Results Items continue to ask for evaluation factors related to levels, trends, comparisons, linkages, and gaps. Process Items now ask that you identify the appropriate evaluation factor(s) of approach,

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deployment, learning, and/or integration. These factors also correspond to the elements of the Scoring Guidelines.

Two optional tools have been added to the 2004 scorebook to facilitate the analysis and evaluation of an application. The first optional tool is designed to help Examiners evaluate and score Process Items, and the second is designed for Results Items. These tools are included as attachments to the scorebook.

A Conflict of Interest Determination Worksheet has been added to the 2004 scorebook to help Examiners identify actual or perceived conflicts. This worksheet should be completed prior to signing the Conflict of Interest Statement and should be submitted as a part of the completed scorebook.

As part of a change to the Stage 3, Site Visit Review, section of the scorebook, each Item Worksheet and the Site Visit Score Summary Worksheet are designed to capture a scoring range at site visit. Site Visit Teams will be asked to identify the scoring range that most accurately represents the applicant's performance level for each Item. In addition, teams are asked to capture how this range compares to the consensus evaluation (i.e., higher range, same range, or lower range).

The "2004 Scorebook for Business, Education, and Health Care" is available on our Web site at www.baldrige.nist.gov/04Scorebook.htm.

"Are We Making Progress As Leaders?"

The new companion piece to "Are We Making Progress?" is a senior leadership questionnaire specifically designed for organizations dedicated to performance excellence. This easy-to-use tool helps leaders assess how their organizations are performing and learn what can be improved. Based on the Baldrige Criteria for Performance Excellence, both "Are We Making Progress as Leaders?" and "Are We Making Progress?" help leaders focus improvement and communication efforts on areas needing the most attention. The questionnaire is available at www.baldrige.nist.gov/Progress_Leaders.htm. A paper copy of the document can be requested by e-mail (nqp@nist.gov) or phone (301-975-2036).

2004 Workshop for State and Local Quality Award Programs

On Monday and Tuesday, July 26–27, 2004, BNQP will host the annual Workshop for State and Local Quality Award Programs at NIST in Gaithersburg, Maryland. The workshop has been scheduled to coincide with Improvement Day on Wednesday, July 28, to encourage attendance at both events. Anne

Cutrumbes of the Granite State Quality Award, Tom Mauro of the Colorado Performance Excellence Award, and Liz Menzer from the Wisconsin Forward Award compose this year's Workshop Planning Team.

Seven state award programs will be recognized for being homes to recipients of both their state award and the 2003 Baldrige Award: The Tennessee Center for Performance Excellence (Caterpillar Financial Services U.S., 1999 state recipient, 2003 Baldrige Award recipient); The Lincoln Foundation for Performance Excellence (Community Consolidated School District 15, 1999 state recipient, 2003 Baldrige Award recipient); California Council for Excellence (Boeing Aerospace Support, Southern California, 2002 state recipient, 2003 Baldrige Award recipient); Lancaster Chamber of Commerce and Industry (Stoner, Inc., 1995 state/local recipient, 2003 Baldrige Award recipient); Excellence in Missouri Foundation (Boeing Aerospace Support, St. Louis, Missouri, 2002 state recipient, 2003 Baldrige Award recipient); Kansas Award for Excellence (Boeing Aerospace Support, Wichita, Kansas, 2002 state recipient, 2003 Baldrige Award recipient); and Governor's Sterling Award (Boeing Aerospace Support, Ft. Walton Beach, Florida, 2003 state recipient, 2003 Baldrige Award recipient).

Improvement Day Set for July 28, 2004

The Baldrige Program's annual Improvement Day will be held on Wednesday, July 28, 2004, at NIST. All Program stakeholders are invited to join the Baldrige staff in discussing the Criteria and the Program's strengths and opportunities for improvement. If you wish to learn more about the event or how to attend, please check our Web site periodically at www.baldrige.nist.gov or call Mary Bostwick (301-975-4280) or Cassie Ellis (301-975-8558). The 2004 Improvement Day Questionnaire will be available on the Web site in May. We hope that you will take the time to respond even if you are unable to attend the event. We look forward to hearing from you.

2004 Regional Conferences

The 2004 Regional Conferences will take place on September 10, 2004, at the Marriott Chicago Oak Brook Hotel (Oak Brook, Illinois) and September 30, 2004, at the Adam's Mark San Antonio Riverwalk Hotel (San Antonio, Texas). The conferences are being cosponsored by the Lincoln Awards for Business Excellence (Illinois), the MSQPC — The Quality Center (Memphis, Tennessee), the Oklahoma Quality Award (Oklahoma), and the Texas Award for Performance Excellence (Texas).

Both conferences will feature keynote presentations from the senior leaders of the seven 2003 Award recipients as well as concurrent and town hall sessions with current and past Baldrige Award recipients. Back by popular demand, a preconference workshop for Baldrige beginners will be offered again this year.

Check our Web site for the most current information at www.baldrige.nist.gov/2004_Regionals/Regionals.htm.

2004 Examiner Recruitment

We would like to thank the Examiners, state and local award programs, and all other Program stakeholders who assisted in our recruitment efforts for the 2004 board. This year, we had 812 applicants for the Board of Examiners, up from around 650 in previous years.

Specifically, we would like to acknowledge the following state and local programs who distributed e-mails and brochures and/or posted messages on their Web sites: Arizona Quality Alliance, California Council for Excellence, Colorado Performance Excellence, Connecticut Quality Improvement Award, Delaware Quality Award, Greater Cincinnati Chamber of Commerce, Iowa Quality Center, Keystone Performance Excellence Award (PA), Louisiana Quality Foundation, Maryland Center for Quality and Productivity, MassExcellence, Michigan Quality Council, Oklahoma Quality Award Foundation, Quality New Mexico, South Carolina Quality Forum, The Empire State Advantage (NY), University of Texas Center for Performance Excellence, and Washington State Quality Award.

Examiners As Ambassadors

In addition to participating in the Award process, Baldrige Examiners play a vital role in helping to spread the word about the Baldrige Program and the state and local programs. Examiners can contribute to this effort in a variety of ways, including participating on panels, giving presentations, distributing Baldrige Program materials, writing articles, and encouraging submission of applications for the Award and the Board of Examiners. BNQP's Outreach and Communications Team can provide you with materials to help you in your role as Ambassadors of the Baldrige Program. Resources include presentation visuals with speaker notes in paper copy and in PowerPoint on a CD and "Answers to Frequently Asked Questions." All major program documents are available in bulk quantities upon request. Videos available for your use are the Quest for Excellence XVI video and seven companion videos, organized by Criteria categories and featuring the 2003

Award recipients; "A Journey Worth Beginning," addressing the value of applying for the Malcolm Baldrige National Quality Award; and "A Uniquely Rewarding Experience," focusing on the benefits of being a Baldrige Examiner.

When speaking on behalf of the Program, it is important that you uphold the Code of Ethical Standards by not discussing any applications you've reviewed or site visits you've been on and avoiding those speaking engagements that focus only on winning the Award.

Please contact the Outreach and Communications Team at 301-975-2036 if you need materials for a speaking engagement or would like to use the portable table-top exhibit. We thank you for your important contributions to the mission of the Baldrige National Quality Program.

Examiner Ambassador Activities

The following Examiners or former Examiners reported outreach efforts between mid-October and early April: Richard Biehle, Noel Hopper, Miriam Kmetzo, Joanne Mayo, Clive Monjo, Michael Novak, Steve Power, Mike Strong, Patricia Sullivan, and Rebecca Winters.

In addition, the following Examiners (including Alumni and former Examiners) requested the portable exhibit and/or outreach materials: Lisa Albitz, Ken Biddle, Leonard Deneault, Joel Ettinger, Michael Flanagan, Julia Gabaldon, Dean Hooper, Mike Langridge, Tom Mauro, Elizabeth Menzer, Fernando Padro, Joe Rooks, John and Tina Shoemaker, Frank Toda, John Vinyard, and Marie Williams. We thank all of these ambassadors for their outreach activities on behalf of the Program. If you have conducted outreach efforts on behalf of the Program and wish to be recognized, please report your activities to our Outreach and Communications Team via fax at 301-948-3716 or e-mail at nqp@nist.gov.

Examiner Reimbursement Guidelines

For those Examiners who do not receive travel reimbursement from their employers, the following guidelines will apply regarding reimbursement of expenses for the 2004 Examiner Preparation Course. (1) Airfare or costs of other modes of transportation will be reimbursed to a maximum amount of \$500. If the cost of a coach-only airline ticket or other mode of transportation exceeds this amount, those approved will be reimbursed up to the \$500 limit. (2) As in past years,

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we will provide breakfast and lunch each day of training and dinner on Wednesday evening. All other allowable expenses will be reimbursed to a maximum of \$100, which includes transportation to and from the airport and meals not provided by the Program. (3) Lodging at the hotel will be reimbursed for your stay at the reserved price for Baldrige Examiners. If you have any questions, please call Rachel Kinney at 301-975-8035.

Baldrige Office on the Road

Members of the Baldrige staff frequently address a number of different conferences and assist with celebrations associated with presenting state and local program awards. You can keep track of future events where BNQP will be presenting or exhibiting at www.baldrige.nist.gov/BNQP_Exhibit_Schedule.htm. Some recent state and local award events have included those in Tennessee, Wisconsin, and Lancaster, Pennsylvania. Upcoming state award events include those in Florida and Ohio. Recent conferences where we have spoken include ASQ's 16th Annual Quality Management Conference, the National Laboratory Improvement Council, the Continuous Quality



Barbara Uglik is the recipient of the Dept. of Commerce Bronze Medal.

Improvement Network Meeting, and the Alliance of Cardiovascular Professionals Management Conference. Upcoming events where we are exhibiting are the National Patient Safety Foundation's Patient Safety Congress in Boston; the ASTD Expo and Conference in Washington, D.C.; the ASQ Annual Quality Congress and Expo in Toronto, Canada; and Quality Expo Detroit in Novi, Michigan.

Several Baldrige Staff Receive Awards

Nine BNQP staff were honored at the NIST Annual Awards Ceremony in December 2003. Barbara Uglik, Information Technology Specialist, received the Bronze Medal Award for "her extraordinary service in providing information technology support to the Baldrige National Quality Program." She was cited for vision in developing and planning "an office-wide computer network and information management program to serve the information needs of all the staff and the external Baldrige stakeholders while also facilitating the protection of proprietary application information. Through her dedication and persistence, she successfully instituted a comprehensive computer security plan and incorporated information technology as a critical element of the Baldrige Program strategic planning process at all levels."



BNQP's 2003 Curriculum Development Team received NIST's George A. Uriano Award: (L-R) Jackie DesChamps, Bob Goehrig, Melissa Pollack, Sandra Byrne, Debbie Smyth, Pat Hilton, Jane Poulter, and Jamie Ambrosi (not pictured).

BNQP's 2003 Curriculum Development Team—Jamie Ambrosi, Sandra Byrne, Jackie DesChamps, Bob Goehrig, Pat Hilton, Melissa Pollack, Jane Poulter, and Debbie Smyth—received the George A. Uriano Award for their work in development of a "role model education curriculum" used to train more than 400 Examiners each year. The team "successfully redesigned the Baldrige training curriculum by creating three separate curricula designed to prepare the volunteer Examiners for their complex and multiple roles in the Baldrige Award Program." The Uriano Award is given each year for outstanding achievements in building or strengthening NIST's extramural programs, with special emphasis on fostering U.S. competitiveness and business excellence.

Staff News—NIST

Barry Diamondstone, the Deputy Director of BNQP, will retire in July 2004 after 33 years of government service. Barry joined the Baldrige Program in 1994 and has been influential in ensuring both the continuing success and positive reputation of BNQP. Barry has led the operations of the Program and has been instrumental in the transition to a team-based structure with a culture of continuous learning. Barry was responsible for development and has managed this structure to maximize the productivity and customer focus of the Program while at the same time enhancing individual contributions. In addition, he was actively involved in the expansion of the Baldrige Award categories to include the education and health care sectors and in the development of the Education Criteria for Performance Excellence. Barry coordinated the creation of the BNQP training rooms and the remodeling of the BNQP offices.

Barry started his career at NIST in 1971, after receiving his BA and MA degrees from the State University College at Buffalo, and worked as an analytical chemist for ten years. From 1982 to 1990, he

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served as the Deputy Chief of the Inorganic Analytical Research Division, as a Program Analyst in the Office of the Director of NIST, and as the Deputy Director of the Center for Analytical Chemistry before assuming the position of Deputy Director of the Chemical Science and Technology Laboratory in 1990.

Barry is a past president of the Analytical Laboratory Managers Association (1992), member of Sigma Xi, past member of the Board on Chemistry and Public Affairs of the American Chemical Society, past chair of the External Advisory Board of the Southeastern University and College Coalition for Engineering Education, and current committee member of the Montgomery County Business Roundtable for Education.

In 2002, Barry received the Department of Commerce Silver Medal for Exceptional Service. It is bestowed for "exceptional performance characterized by noteworthy or superlative contributions that have a direct and lasting impact on the Department." The award recognized Barry's leadership and emphasis on continuous quality improvement.

Barry's time and dedication to the Baldrige Program are much appreciated, and he will be missed not only by Harry and all the Program staff, but also by the many friends of the Baldrige Program. We wish him the best.

Bonnie Haegele of the Management Team will also retire in May after more than 30 years of government service. Bonnie joined BNQP in 1994 and before that worked in the Chemical Science and Technology Laboratory at NIST for 12 years. During her time in the Baldrige Program, Bonnie was responsible for distributing the annual Judges' surveys to each applicant and for coordinating the Program's tenth year CEO survey mailing. In addition, Bonnie was actively involved in coordinating the redesign of the Program's offices and helping with the Award ceremonies and Quest for Excellence conferences. Her efforts in handling the calendar and supporting the work of the Program's Deputy Director, as well as supporting the Director when his secretary was absent, have been outstanding. We appreciate all that Bonnie has done for the Program and wish her the best.

Paulo Miguel recently came to BNQP as a Guest Researcher on sabbatical from the faculty of the Methodist University of Piracicaba (UNIMEP) in Brazil. Paulo is an industrial engineer and holds an M.Sc. in mechanical engineering and a Ph.D. in manufacturing engineering from the University of Birmingham, UK. His industrial experience in Brazil includes working from 1985 to 1990 as a manufacturing engineer for Varga/TRW and Bendix/Allied Automotive brake system companies before joining UNIMEP as a Lecturer. He is now an Associate Professor on Quality and Operations Management at UNIMEP. He has published a book on quality methods and tools and is also the Editor-in-Chief of the "Brazilian Journal of Operations & Production Management." Paulo has also served as an examiner for the Brazilian National Quality Award (1999–2001) and the Federal Government Quality Award (2000), as well as a senior examiner for other awards (Sao Paulo State Award in 2001 and National Public Transportation Award in 2001) and as an outside examiner for the Gerdau Group (2000–2002), the largest producer of long steel in the Americas. Paulo's phone number is 301-975-6323, and he can be reached via e-mail at paulo.miguel@nist.gov.

Dan Tran, Information Technology Specialist, began in December 2003 with BNQP's Administrative Services/Electronic Information Team. Dan comes from Motorola's Commercial, Government and Industrial Solutions Sector (CGISS), where he worked for three years as a Systems Integration Engineer. During that time, he had extensive experience in data migration, data mining, system integration, design, and deployment. He earned a bachelor of science degree in Electrical Engineering from San Luis Obispo California State University and brings expertise in database design and maintenance on many platforms that provide an essential role in supporting and upgrading the Baldrige internal databases. Dan enjoys spending quality time with his daughters, family, and friends. In his free time, he likes to explore historical landmarks and learn about other cultures. He looks forward to having the opportunity to learn and understand the Baldrige Criteria, being involved in the Baldrige process, and proudly serving NIST. His telephone number is 301-975-3581, and he may be reached via e-mail at dan.tran@nist.gov. Welcome Dan!

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The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award.

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